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18 APR 1984

MEMORANDUM FOR: Executive Director
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science and Technology
Deputy Director for Administration
Director of Personnel

Executive Registry

84-1193/3

FROM: John N. McMahon
Deputy Director of Central Intelligence

SUBJECT: Follow-up on DCI's Speech on Excellence

1. I have reviewed your initial responses to our follow-up on the DCI's speech and a number of related items that you have forwarded since. I was glad to see some significant steps have been taken, but I want to ensure that we make good on all the Director's commitments and that the spirit behind this exercise becomes part of our everyday life.

2. I am sending each of you a complete set of the responses in case you can pick up any ideas from each other. I particularly commend to you Evan's with its accompanying memo to S&T Office Directors, which does a good job of capturing the spirit behind this effort and laying a foundation to keep the momentum going.

3. Specific comments on individual actions follow:

- Delegation of Authorities/Responsibilities

- Office of Personnel should revise necessary regulations to reflect that assignments of SIS-1s/2s are delegated to the Deputy Directors with the exceptions of Chiefs of Station, which will continue to be approved by the DCI, and of cross-Directorate assignments, which the Executive Director will approve; authority to approve awards up to the CIM is delegated to Career Service Heads; control of FTE is delegated to Office Heads; and approval of cash awards up to \$1,000 is delegated to Career Service Heads. The Director of Personnel's suggestion to delegate this last one still further to the office/division level might have merit. I'd like Chuck to get all of your views on that and get back to me.

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- Providing Feedback, Recognition, etc.
 - I didn't see too much on this one and would urge each of you to do what you can in your components to encourage greater recognition of employee contributions.
- Streamlining Procedures/Paperwork
 - Annual Work Plans should now be optional across the board and Personnel should get out a notice saying so.
 - The DDA and DDI should eliminate any requirements for separate documentation for promotion recommendations to make it unanimous across Career Services.
 - DDA should keep pressing to simplify procedures for external training. Imaginative use of training officers in components should facilitate cutting down trips to Chamber of Commerce for registration.
- Better Communications
 - I applaud the DDI's newsletter and the DDS&T's campaign to get out to his outer offices once or twice a week. The rest of you should do what you can to get out and around and encourage your Office Directors/Division Chiefs to do the same.
 - DDA should pursue its plans to market the use of AIM.
 - The idea behind the Directorate Trends and Highlights program was to have each of you put on a session once a year open to all employees highlighting trends and developments in your components. I'd like each of you to take up Harry's offer of assistance in setting up these sessions. Chuck, I think the E Career Service should also participate--employees would be interested in our relationship with Congress, the press, what our overall budget prospects look like, et cetera.
 - I didn't notice any response on providing periodic briefings to employees on benefits and other items

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of interest. Harry, why don't you take the lead on that? The recent seminars on financial management--which I probably could have profited from--seemed like a step in the right direction.

- I trust each of you will work with Jim Taylor on the best way to provide feedback from IG surveys.

- OMS's plans for health fairs and a newsletter sound fine.

- Chuck, you should have George Lauder be on the look-out for selective opportunities for senior officials to speak to responsible groups. Obviously, we need to let the current atmospherics die down a bit.

- Personnel/Training

- I would like to know who in OTE is developing the basic introductory course for new employees.

- I understand current regulations cover waiving time-in-grade guidelines for promotions. I'd like each of you to give your panels guidance that you expect them to use guidelines as that--guidelines--and to recommend promotions for exceptional performance as warranted.

- We should be able to do more in the dual career track area. I'd like Chuck to take a good look at that--ODP technicians and DDO case officers come to mind as possibilities.

- Personnel should move out on the regulation/notice eliminating the eight-hour donation rule for directed overtime.

- I got conflicting responses on getting temporary clearances for spouses accompanying employees overseas so they can attend briefings/training. Chuck, please clarify what is being done and see what more should be done.

- I have received Magee's package on additional compensation for our overseas employees not currently receiving the 9.6 differential. After

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touching base with Legislative Liaison and the lawyers, I'll let you know where I come out on that.

- I look forward to Personnel's paper on special pay scales for high technology categories and wonder what happened to the paper on secretarial/ clerical pay scales that was talked about for some time [redacted] era)?

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[redacted] note to the DDA should have clarified the confusion on the labeling issue. There is no problem talking about occupational categories--i.e., secretaries, analysts, clericals, case officers. The problem is the implication that some of those categories are not professional, which obviously is untrue.

- Nobody said anything about taking a look at the impact of technology on people, jobs, or our office environment. Chuck, please have someone take on that task.

- The phased retirement options Personnel offered up have potential. I'd like to see them fleshed out a bit more and hear ideas for implementation and getting the word out to employees that such options are available.

- The above should also go hand in hand with what Personnel is doing to develop CIA retirement options. As discussed at our recent briefing, as a first step, the Director will discuss this with the President.

- Those of you who have not done so should designate a mechanism to continue to generate new ideas. Evan's use of his Career Development Course looks like a good idea. I understand there are alumni groups of employees who have taken the Program for Creative Leadership course--that could be another possibility. There are also the MAG groups or perhaps the Midcareer Course.

- Shorthand should no longer be a requirement for promotion in any component. It can, of course, continue to be required for any position deemed necessary. I like the idea of developing an award program for maintaining shorthand skills similar to our language incentive

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program. Personnel should come up with a recommended program.

- In developing more specific criteria for rating managers, Personnel should check with those Deputies developing their own and encourage exchanging ideas to come up with the best set.

- The point of the checklist for orienting new employees was to have such a list at the local levels to ensure that all new employees receive the basic information they need. Personnel should implement their suggestion to have component Personnel Officers ensure that supervisors have up to date checklists.

- Each of you should hold a career day so that employees can get a sense of what careers are available in the Agency. While a step in the right direction, the job fairs for the Upward Mobility programs only go part way. Chuck, please see that the DDA provides the other Directorates whatever assistance would be helpful in holding one per directorate during the next year.

- Specifics I have not mentioned that you have completed, you should consider acceptable.

- You should also be aware that I've asked Chuck and Harry to pursue one other thing--I believe we should do what we can to set up a day care center.

4. The DCI and I are committed to maintain the momentum of this effort and look forward to your continued participation and support.


John N. McMahon

cc: DCI
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